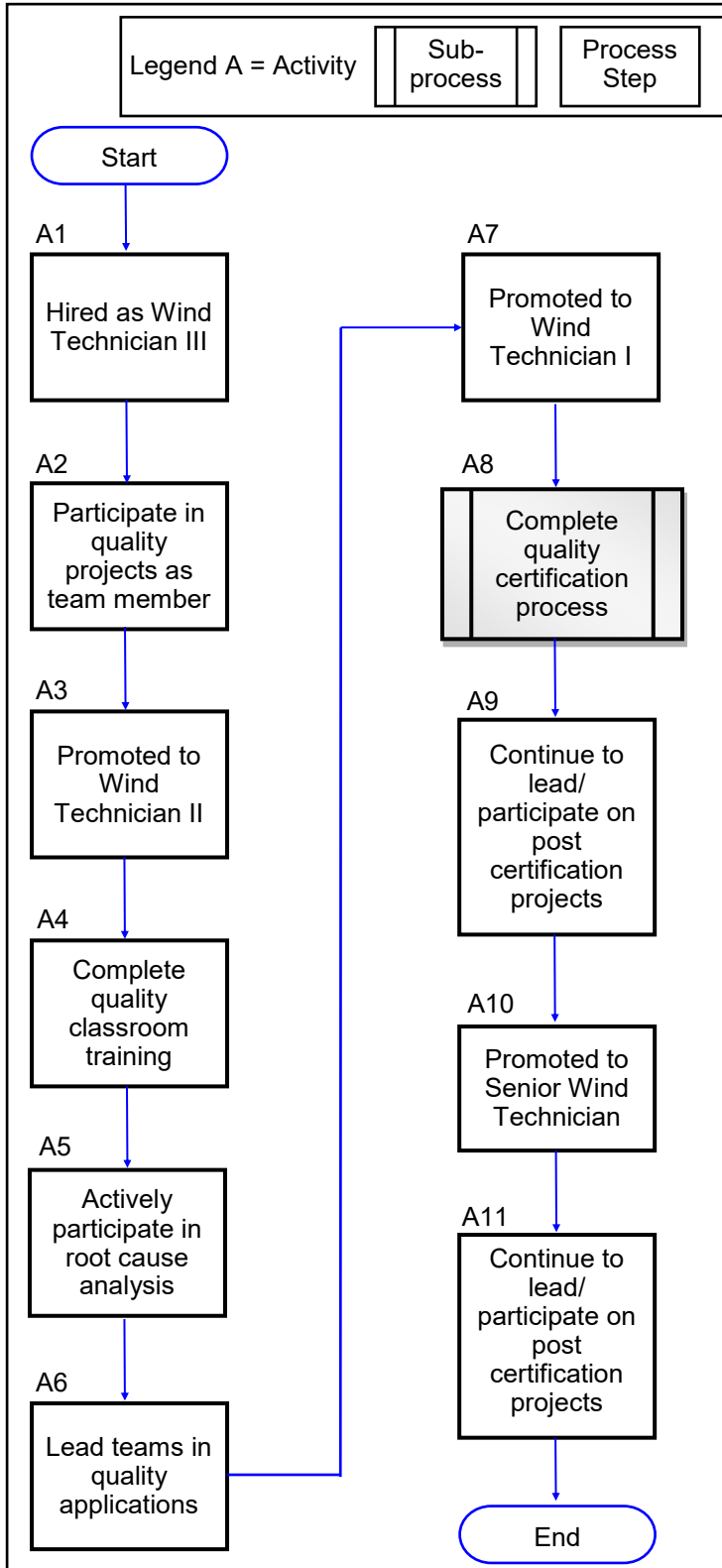## 6.2. Organizational Cultural Reinforcement

The company should provide opportunities for the technicians to compete at both the regional and corporate level with their completed quality projects. The quality projects must demonstrate measurable savings to the company and enable replication of countermeasures across the wind turbine technology. The competitions will help to share learnings from other projects and allow the technicians to develop relationships with other team members across the organization. The competitions should be held at an annual frequency and help to improve employee engagement in the area of quality.

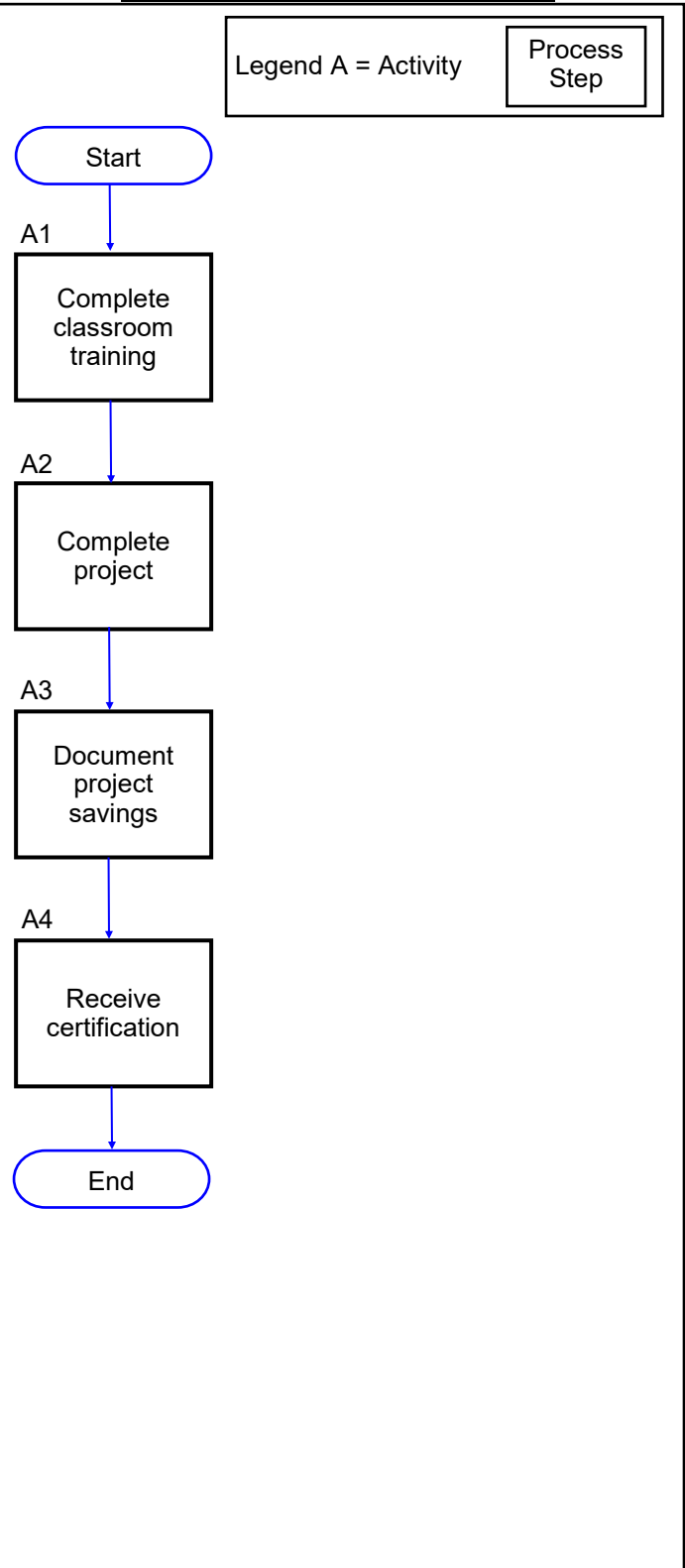## 6.3. Technician Ownership and Accountability

Technician accountability is established through the following two processes (note that participation in quality projects is expected for each rank):

6.3. Technician Ownership and Accountability (continued)

Quality Requirements for Promotion Process

Legend A = Activity	Sub-process	Process Step

Start

A1 — Hired as Wind Technician III

A2 — Participate in quality projects as team member

A3 — Promoted to Wind Technician II

A4 — Complete quality classroom training

A5 — Actively participate in root cause analysis

A6 — Lead teams in quality applications

A7 — Promoted to Wind Technician I

A8 — Complete quality certification process

A9 — Continue to lead/ participate on post certification projects

A10 — Promoted to Senior Wind Technician

A11 — Continue to lead/ participate on post certification projects

End

Quality Certification Process

Legend A = Activity	Process Step

Start

A1 — Complete classroom training

A2 — Complete project

A3 — Document project savings

A4 — Receive certification

End

6.4. Lean Workshops and Frequent Kaizen Events

The company will provide opportunities for technicians to provide feedback on lean workshops and schedule Kaizen events. These types of activities are scheduled based upon the needs and priorities of the organization.

A technician would not be expected to lead the event; however, they must be part of a team for the duration, which lasts three to five days, in order to provide their field experience and technical knowledge of the problem. The event normally requires process mapping. The technician works with the team to identify areas of the process in which there is opportunity for improvement. The technician would help to identify value add, business value add, and non-value add activities. A technician may even be called in for a short duration in order to provide feedback on the activities of the team or to offer their knowledge for the problem at hand. An example would be to help identify which types of waste exist in the process, including transportation, inventory, motion, talent, waiting, over-production, over-processing, or defects.

Participation in these events can present the technician with opportunities to work on an individual "Quality Improvement Story". Data can be collected, after the process is mapped and indicators are identified, for measuring the process health. Any gaps in performance would be good candidates for potential "Quality Improvement Story" projects.

Countermeasure identification and implementation in lean workshops and Kaizen events are based upon team consensus and management discretion utilizing the data driven problem-solving methodology.